Natalie Evans Harris

With 20 years of experience advancing the public sector's responsible use of data, I believe in the power of data and technology to improve the human condition. I have worked across the federal government, private sector, and academia to transform delivery and drive organizational change necessary to tackle our nation's greatest challenges. Focused on building the capacity of government to use data and technology for public benefit, I have a wealth of experience researching, writing and publishing best practices, bringing diverse groups together for shared purpose, and building teams that drive adoption of best practices. Following a 16 year career at the National Security Agency, and 18 months with the Obama Administration, I co-founded and currently serve as Chief Strategy Officer of BrightHive as a collaborative data platform delivering a suite of smart data collection, integration, and governance products to social services providers. I am focused on improving access to and usability of social sector data. Whether bringing together DoD and Intelligence customers to agree on common solutions or spurring innovation through policymaking as a cyber and government reform fellow, I've consistently demonstrated the power of breaking down silos to modernize government's approach to public service.

EXPERIENCE

BrightHive, Inc , Co-Founder and Chief Strategy Officer
July 2017 - January 2021

As a member of the Founding team, created BrightHive as an impact-driven data technology company focused on delivering the technical infrastructure and key services necessary for social service providers to deliver data-focused outcomes. Together with our strategic partners, we build and support open source interoperable data infrastructure necessary for national, state, and city governments and social and civic organizations to share data more effectively and securely, and build interventions that directly impact the lives of individuals. As second-in-command, held several leadership positions directly influencing the growth of the company from 4 to nearly 30 employees and revenue streams over $3 million annually.

- **Chief Strategy Officer** - Led the major re-organization of Services teams across BrightHive to optimize service delivery. I created a strategic plan and oversaw the reorganization of data governance, collaboration and community engagement services across three teams. Ensured all services aligned with company strategic goals for platform development and delivery. Ultimately, realigned Services activities from two teams to one, increasing capacity to deliver on more contracts and identified process efficiencies that improved time from contract signing to delivery by 10%.
  - Oversaw the reviews of all existing services for alignment with strategic priorities, effectiveness of delivery, and risks for scaling to meet increased platform needs.
  - Consolidated and standardized proposal drafting to contract signing requirements to deliver a consistent, coordinated business development process across the department.
  - Separated community engagement services from data governance and collaborations services. Created a new team for community engagement and partnerships that allowed for improved coordination across business development, product, and services team.

- **Head of Strategic Initiatives** - Led several grant-funded initiatives to scale the responsible and ethical use of data in outcomes-based financing, workforce development, and skills-focused talent marketplace.
  - Established team in January 2019. Grew team from 0 to 5 people with an aggressive hiring plan. Developed strategic plan and defined services for customer delivery. Developing services, hiring plans, and by January 2020 became the largest revenue stream for the company.
  - Served as technical advisor to several initiatives for driving adoption of emerging technologies and standards in the workforce and talent marketplace. Advisement focused on bringing diverse voices to the group, setting the agenda for delivery of shared resources and assessing viability of pilot opportunities. Of particular note are the T3 Innovation Network with the US Chamber of Commerce, the Open Skills Network with several academic and big tech organizations, the Outcomes for Opportunities Initiative with Google and Jobs For the Future (JFF).

- Defined and led a collaborative approach to developing research papers and recommendations on equitable data use. Formed a Data Advisory Council (DAC) for informing [outcomes-based financing](#). Developed the framework for informing equity gaps in talent marketplace innovation for future investment decisions by Annie E Casey and US Chamber of Commerce.
- Conducted economic opportunity pilot with the State of Colorado to better inform residents of job opportunities by aligning skills to jobs to training provider outcomes. Pilot success led to scaling as a [statewide solution](#) and additional investment from [Data for the American Dream](#).
- In partnership with HUD and Cloudburst, working with several counties across the nation including, Prince George's County and Montgomery County in Maryland to expand the use of Homeless Management Information System (HMIS) data to enable communities to learn how families and individuals move through the homeless service system, when and if they gain permanent housing, and what is needed to make sure they do not return to the homeless system.

- **Chief Operating Officer** - As COO, oversaw the organization's ongoing operations and procedures. Serve as second-in-command and responsible for securing the functionality of the company to drive extensive and sustainable growth.
  - Established processes from scratch for contracting with customers, strong financial management, and operations essentials such as pay, benefits, and onboarding new employees. Maintained financial planning strategy and documents.
  - Co-led seed investment round with CEO, ensuring all financial, legal, and technical documents were accessible to investors for completing diligence.

Harris Data Consulting, Founder & President
September 2017 - Present

Harris Data Consulting is an umbrella organization focused on thought leadership, community building and advisory services across organizations, technologists, and communities to advance responsible and effective use of data for improving the lives of individuals.

- **Georgetown Fellowship** - Joined the Beeck Center for Social Innovation at Georgetown University as a Responsible Data Practices Fellow. Spent approximately 12 months conducting research to capture proven strategies and approaches to data sharing across the federal, state, and nonprofit sectors. The [Sharing Data for Social Impact: a Guidebook to Establishing Responsible Governance Practices](#) was published in January 2020 and carried out in partnership with The Rockefeller Foundation. It provides a three phased approach to adopting strong data collaboration governance processes.
  - Hosted collaborative discussions with multiple stakeholders and practitioners,
  - conducted independent research with dozens of organizations, companies, and government teams and synthesized results to create a process for developing a strong governance framework.
  - Collaborated with Johns Hopkins Centers for Civic Impact to create a 4 week course to teach the guidebook model to their Economic Opportunity cohort of six city governments.
  - Hosted webinar on the guidebook with the National League of Cities
  - Drafted playbook of four strategic plays for Chief Data Officers to adopt governance practices. Connected with State CDO Network to review and endorse the playbook. It will be published in January 2021.

- [Community -driven Principles for Ethical Data Sharing (CPEDS)](#) - Led the creation and establishment of a community of practice with over 800 active members focused on strengthening ethical practices in the data science community through crowd-sourcing of a Data Science Code of Ethics. Brought together Bloomberg and Data for Democracy support launch and execution. Drove the transition to a fully-funded program within Data For Democracy and currently serve as Advisor to the full time staff.

- **Actionable Intelligence for Social Policy (AISP)** - Lead author of [Technology for Civic Data Integration](#). Paper focused on highlighting the factors that influence successful adoption of integrated data solutions at the State and local civic infrastructure level.

- [Data Catalyst Institute](#) . As a Data Privacy Expert, conducted research, developed content and provided on camera work for data regulation certification curricula offered to application developers and companies via their [Data Protocol](#) platform.

- **University of Maryland's University College (UMUC)** - As a Data Ethics Consultant provided advice, recommendations, and guidance regarding proper workflows for monitoring and routing data from tools to enhance and sustain classroom security and student identity verification. Provided an independent perspective on how UMUC could approach data governance and questions strategically and with innovation. Advised the institution on ways to provide leadership in the profession around authenticity, integrity, assessment security, and student identity verification.

Obama Administration, Office of Science and Technology Policy (OSTP), Senior Policy Advisor to US CTO and Chief Data Scientist
January 2016 - April 2017

Within the Office of Science and Technology Policy (OSTP), empower federal agencies to meet our nation's greatest economic and social challenges by building their capacity to leverage data as a mechanism for engaging with other agencies and the public. Advancing adoption of data science best practices and strengthening their capacity for hiring, training, and leveraging data talent.

- Established data science community of practice, the Data Cabinet. Created an environment for federal data professionals to gather monthly to discuss key data challenges and steps for adopting best practices to leverage data as a strategic asset.
- Chartered Administration -level **data science working group** to have Chief Data Officers collectively prioritize and inform data -related science and technology investments. Empowered senior data leaders as evangelists for driving data culture, responsible for identifying common data challenges to government innovation and leveraging opportunities to foster operational efficiency and innovation.
- Spurred development of innovative tools which better inform individual workforce job and training decisions. Partnered with Univ of Chicago and Dept of Labor to create an open 21st century workforce data ecosystem focused on developing datasets, tools, standards, and best practices for publishing data on skills, jobs, and training.
- Catalyzed new solutions and maximized the impact of federal workforce data by creating a cohort of federal agencies, nonprofit and for-profit software development teams, subject matter experts, and local governments with The Opportunity Project. Cohort engaged in a lightweight, collaborative development sprint to transform Federal data into 24 new user-friendly tools that further core agency priorities from six federal agencies.

Office of Senator Cory A Booker (NJ), Legislative Fellow
January 2015 - January 2016

As part of Brookings Institute Executive Education Program, served as Legislative Fellow to Senator Cory A. Booker. Applied expert knowledge and substantial experience related to cybersecurity and government transformation to develop and analyze national level policies and advising senior government officials on policy related matters. Advised Senator Booker on Homeland Security and Governmental Affairs Committee (HSGAC) issues and managed a diverse legislative portfolio covering cybersecurity, privacy, regulatory reform, and federal management. Prepared vote recommendations as well as proposed and drafted legislation, including a bill to spur innovation in the postal service,

- Researched and evaluated items of interest to Senator Booker, in particular Cyber issues (information sharing, privacy, data breach) and other issues directed by the Senator or his staff.
    - Drafted a number of memos on key issues of interest. For instance, drafted an issue memo on the Cybersecurity Information Sharing Act (CISA) in advance of a potential floor vote.
    - Quickly viewed as Cybersecurity and Privacy expert for office. Reviewed legislation and provided recommendations regarding sponsorship.
    - Researched opportunities for modernizing the regulatory system and drafted a bill for increasing use of social media tools in the rulemaking process.
    - Researched opportunities for innovation in postal service and drafted the Postal Innovation Act. Introduced in July 2015.
- Developed and implemented strategies for supporting Senator Cory Booker of New Jersey
    - As lead staffer for his Homeland Security and Governmental Affairs Committee (HSGAC), drafted memos in advance of each hearing which included background on the issue and questions to ask the attendees.
    - Created comprehensive background memos and vote recommendations on a number of key issues for the Senator and for Congress including the Cyber Information Sharing Act (CISA). Gathered input from other staff members and briefed Senator Booker a number of times leading up to the vote as amendments and the political climate shifted.
    - Collaborated with Education and Labor Legislative Aides to develop a comprehensive strategy in support of the Administrations Workforce Data Initiative.
- Regularly advised Legislative Affairs personnel on courses of action for dealing with Congress based upon my unique perspective as a Congressional staff officer. Attended hearings and briefings before Congressional committees. Meet with staff of caucuses of interest to Senator Booker, and prepare background for the Senator as appropriate.
    - Met with HSGAC staff on a weekly basis to understand committee agenda, activities, and priorities.
    - Regularly met with advocacy groups on issues of interest to the Senator.
    - Attended the majority of HSGAC hearings and prepared background for those hearings.
    - Developed relationships with other staffers focused on cybersecurity, privacy and regulatory reform issues.

National Security Agency, Executive (GG-15, Step 3)
June 2001 - July 2017

Accomplished and results-oriented Executive-level leader with expert proficiency in aligning technical solutions with business goals. Experience leading technical organizations, streamlining operations, optimizing productivity, and introducing system efficiencies in a cost effective manner. Regarded for ability to drive processes, develop and motivate high-performance teams, and work well under pressure to manage and meet multiple project deadlines on schedule and under budget. An articulate [communicator](#) with outstanding interpersonal skills, adept at persuasion and influence.

- **Organization Manager** – *5+ years leading organizations of up 80 people with multi-million dollar budgets. Strategizing and implementing policy, evaluating requirements, locating performance gaps and inefficiencies, and managing business processes to support organizational growth and transformation in areas important to key stakeholders and executives.*
  - Increased efficiencies 20%-30% by leading critical transformation of multiple analytic development organizations to re-define structure and scope mission functions to key strategic initiatives with Enterprise impact.
  - Socialized new organization direction with Senior Leadership to increase support and collaborated with stakeholder organizations to transfer functions outside of newly-scoped mission.
  - Reduced multi-million dollar budgets by 20%-50% while minimally impacting major initiatives. Worked closely with the Finance department to retain high caliber contractors; identified alternative resources to continue unfunded efforts.
  - Led critical transformation of multiple analytic development organizations to re-define structure and Increased efficiencies 20%-30% by re-scoping mission functions to key strategic initiatives with broader Enterprise impact. Socialized new organization with Senior Leadership to increase support and collaborated with organizations to transfer functions outside of scoped mission.
  - As lead for an analytics development center, transformed the hiring and onboarding of data scientists by piloting a skills-focused program in collaboration with the human resources department. Developed a pilot which focused on understanding the skills necessary to perform the data scientist role rather than focus on degrees, conducted scenario-based questions during interview to assess analysis skills, and developed onboarding program that quickly integrated new employees into mission. After running a successful pilot, the program is now institutionalized as part of NSA's hiring and onboarding of data scientists.

- **Cybersecurity Leader** – Over 10 years of experience developing and deploying Cyber-defensive solutions to war fighters and driving implementation of new Cyber-policy initiatives. Including negotiating partnerships and coordinating support between DHS and NSA on a number of initiatives.
  - Articulated strategic purpose of Cyber security partnerships with multiple external Agencies to garner support for coordination. Brokered development of multiple joint products by ensuring alignment of Senior Leadership.
  - Developed talking points and background material for Senior Leadership in preparation for discussions with Congressmen and their staff.
  - Represented Director during critical after-hours operations. Anticipated needs of customers and leadership and coordinated responses to several high-level, time sensitive actions within hours of notification.
  - Significantly streamlined processing of actions during six month detail to support stand-up of multi-agency Watch Center.
  - Combined three distinct efforts by applying creative problem solving skills to satisfy multiple clients' technical issues. Defined strategy and assessed the impacts of transitioning new tools and capabilities through analysis of cost, mission, sustainability, and the technical impact to the customer environment.
  - Mitigated the effects of contract closure by leveraging resources from a similar effort in a different organization. Increased staffing for effort and delivered capability two months ahead of schedule.
  - Cut requirements validation time by 50% by successfully implementing standards-based System Engineering processes that aligned to organizational goals. Identified approximately 30% duplication in initial requirements set.

- **Project Manager** - Led the development and deployment of multiple, parallel, high-priority, community-level efforts for the DOD and the IC including defining strategy, analyzing cost, mission, sustainability and impacts of transitioning new tools and capabilities to the enterprise environment.
  - Coordinated the efforts of multiple internal and external Agencies to establish an aggressive program plan for deployment and execution of DoD community-wide Pilot. Analyzed level of effort proposals to identify alternative approaches and ultimately identified ways to cut proposal costs by 30% and reduced risk of cost overrun (OSD Award).

- Defined and orchestrated the implementation of a Systems Engineering Management Policy (SEMP) standardizing organization processes for development and deployment of technical solutions to the DoD and Intelligence Communities and stabilizing tense relationships with dependent organizations. (Time-Off Award)
- Implemented a more agile, feature-based development process for attack, sense and warning (AS&W) system resulting in early identification and resolution of implementation and design concerns, enhanced communications with customers to ensure release met program expectations and reflected customer priorities.
- Improved the relationship of organization with customers by partnering with stakeholders to document and implement Requirements Management Process which ultimately cut the time to validate requirements by 50%.

- **Information Systems Security Engineer** - Delivered security guidance to various DoD customers by analyzing the security implications of potential solutions and guiding clients through the certification and accreditation process.
  - Recognized and addressed immediate need for cross-domain collaboration by various DoD and Intelligence Community (IC) customers by leveraging approved technology to implement a multi-domain secure Chat Solution.
  - Produced vulnerability mitigation strategy after coordinating comprehensive, cross-organizational, vulnerability assessment, approved by stakeholders and vital to earning a 180-day Interim Approval to Operate (IATO). Timely delivery of a solution proved critical to customer for maintaining a command and control presence during Operation Iraqi Freedom.

EDUCATION

- The George Washington University, Master of Public Administration (MPA), Information Systems Security, 2001 - 2003
- University of Maryland Eastern Shore, Bachelor's Degree, Sociology, 1997 - 2001
- University of Maryland Eastern Shore, Bachelor of Science (BS), Computer Science, 1997 - 2001